



รายงานการรับคณะ The University of Tokyo

ณ สำนักงาน มูลนิธิแม่ฟ้าหลวง ในพระบรมราชูปถัมภ์ (ออนไลน์)

วันจันทร์ที่ 28 มิถุนายน 2564

1. ข้อมูลคณะ

ที่มาและ ความสำคัญ	อาจารย์ Nishizawa Toshiro ติดต่อผ่านอีเมลของนางสาวณัฏฐารัตน์ ชันติสิทธิ์ ผู้จัดการส่วนมหาวิทยาลัยที่มีชีวิต ขอนำนักศึกษาเรียนรู้หลักการพัฒนา โดยขอเน้น เรื่องการมีส่วนร่วมของภาครัฐ และภาคเอกชน ซึ่งเป็นส่วนหนึ่งของหลักสูตร Case Study (Private-Public Partnerships) ของมหาวิทยาลัย
วัตถุประสงค์	1. มีความเข้าใจพื้นฐานเรื่องการสร้างการมีส่วนร่วมของภาครัฐ ภาคเอกชน และภาคประชาชน (Public - Private – People Partnership) 2. สามารถสร้างการมีส่วนร่วมในธุรกิจที่เกี่ยวข้องกับโครงสร้างพื้นฐานทางเศรษฐกิจและสังคมต่อไปในอนาคตได้
ระดับ	ระดับความสำคัญของคณะ: 3 เป็นหน่วยงานที่มีศักยภาพเป็น partner ในอนาคต ระดับเนื้อหา: 4 สานต่อการทำงานร่วมกันในอนาคต คะแนนรวม 7 คะแนน
องค์ประกอบ คณะ	อาจารย์ Nishizawa Toshiro, ผู้ช่วยอาจารย์ Miss Natasha Talisca Adrianto และ นักศึกษานานาชาติ จาก The University of Tokyo รวมทั้งสิ้น 28 คน
เจ้าหน้าที่รับ คณะ	- ผู้บรรยาย นางสาวสลักจิต มั่นธรรมรักษา ประธานสายบริหารงานพัฒนา - ผู้ประสานงานของมูลนิธิฯ นางสาวณัฏฐารัตน์ ชันติสิทธิ์ - ผู้สนับสนุนการรับคณะ นางสาวอรุณี คงสันทัด
แหล่ง สนับสนุน งบประมาณ	คณะออกค่าใช้จ่ายเอง รหัสงาน 912-064-078
หมายเหตุ	จัดการบรรยายออนไลน์ผ่านโปรแกรม Zoom



2. กำหนดการคณะ

ดำเนินกิจกรรมหลักสูตรศึกษาดูงานผ่านโปรแกรม Zoom ตั้งแต่เวลา 16.30 – 18.45 น. โดยแบ่งช่วงการเรียนรู้การสอนออกเป็น 3 ช่วง

- 16.30 - 16.45 น. กล่าวเริ่มต้น class โดย Professor Nishizawa และแนะนำผู้ช่วยอาจารย์
Miss Natasha Talisca Adrianto
- 16.45 – 17.30 น. บรรยายโดยนางสาวสลักจิต มั่นธรรมรักษา
ในหัวข้อ Public-Private-People Partnership: The case of Doi Tung
- 17.30 – 18.45 น. ประเด็นคำถาม คำตอบ

3. สรุปเนื้อหาการศึกษาดูงาน

เนื้อหาหลักการบรรยาย

- การทำงานด้านการพัฒนาที่ยั่งยืน จะประสบความสำเร็จได้ ต้องเกิดจากความร่วมมือและการมีส่วนร่วมของทุกฝ่าย ทั้งภาครัฐ ภาคเอกชน และภาคประชาชน (ชุมชน) ต้องรับฟังความคิดเห็นของชุมชนเป็นหลัก และประชาชนในชุมชนต้องมีความพร้อมและต้องการที่จะพัฒนาตนเองและผลักดันชุมชนให้เกิดการพัฒนาเช่นกัน
- การพัฒนาโดยเน้นคนเป็นศูนย์กลาง คือหลักการพัฒนาที่มูลนิธิฯ ยึดถือและนำมาใช้ในการทำงานตลอด 30 กว่าปีที่ผ่านมา
- รูปแบบการดำเนินงานด้านธุรกิจเพื่อสังคม คือการทำธุรกิจเหมือนกับรูปแบบธุรกิจที่แสวงหากำไรทั่วไป ต้องมีการวางกลยุทธ์ทางการตลาดเพื่อดึงดูดลูกค้า ต้องมีการพัฒนาสินค้า ซึ่งคุณภาพของสินค้าคือสิ่งสำคัญที่จะทำให้ลูกค้าเข้ามาซื้อสินค้า/บริการอย่างต่อเนื่อง

4. ประเด็นคำถาม คำตอบ

ลำดับ	คำถาม – คำตอบ
1.	With agriculture-based productions and income that DTDP provide to the local people will it be a long-term development? Is it really sustainable? In every project design of the foundation, we always think of “People Centered” approach. We started project by built on local people capability. We noticed what are people good at and add valued to the skill that they already had. In Doi Tung, we found the local are good at growing crops and do agriculture so we introduce

	coffee for them. We brought in an expertise to teach them how to take care the coffee to get more productivity and quality. Also, brought in processing facilities to create job for the people in the long run.
2.	As a social enterprise, is the profit or revenue lower than normal business? If the return of the investor is low, how can it be invested in a sustainable way for the local and the community? Doing a social enterprise doesn't mean that income must be lower than normal business. It still needs to compete with other normal businesses. For example, during this Covid-19 times, some businesses may have less income and they need to reduce the cost of the business by laying off the people. MFLF as a social enterprise, is different, we will not lay off our people and even not our option to do that. We try to secure the job and income for our local people. It doesn't mean that the shareholder would have to put up with the lower income or the revenue. It is about the business model and how the business can maintain the quality of the products so the customer will come back to get the goods and services continually. Social business can go for the maximum profit but it has to go align with the social objective and social impact as well.
3.	Please illustrate more on the stakeholder management? What is the main contribution for the local community regarding with funding or social support? The most important stakeholder is people. The main beneficiary of the project are the people. We believe in people centered approach. It is all about creating eco system that can help people grow in the long run. They can help themselves and their community. The role of the community is they need to be the one to come up and stand on their own feet. They have to be the one who drive for their own development. We believe that the sustainability will happen when the people take

	ownership of the development path.
4.	How the foundation start being a partnership with international? The first starting point of the collaboration with international partner began with the good quality of the products with highly standardization. We always focus on quality of the products. All of our international partners have been working with us because our products meet their standard. The story behind which is about the social impact is a plus. We started working with the international partners with the same believe. For example, IKEA have “Next Generation Social Entrepreneurs” project and they look for different social enterprises in the different parts of the world in order to identify the new social enterprise to work with.
5.	Is it possible for the community to handle the brand by their own and what is the best time the foundation plan for them? It is possible but we need to look at the readiness of the people. Additionally, it is about the exit strategy that the foundation plan for them as well. For Doi Tung case, we planned to transfer business to the local people around 10 years ago. We want them to proudly co-manage the DoiTung brand or become the shareholders. In reality, we found that local people are not as much keen as we want them to own DoiTung business. We listened to them since we believe in the people centered approach. Therefore, we try to build a new generation of the local people to become a leader in the foundation. We encourage and nurturing them to become capable for the management level. We believe “Entrepreneurship” is another way that we can make sure the people can prosper in the long run. Thus, we promote business entrepreneurship to the local people. We provide them with business incubation program for people who need the skill. We have the Color of Doi Tung festival, where they can show their initiative through their products. This will help the local people meet with the real

	customers and sharpen their entrepreneurship skill and improve their products.
6.	Does all the profit come from selling the DoiTung products? The majority of revenues came from selling the products under DoiTung brand. We have 5 different business units, food (coffee and macadamia), handicraft, horticulture, tourism and café. We also have some revenues from the consultancy and implementation services. We also work as development agency, partner with the Thai Government to expand our expertise within Thailand and abroad.
7.	What is the key characteristic that make the development model successful? Since we believe in “People Centered” approach, whatever we do, we usually work with the local people as an equal partner. We listened to them, understand them before doing the project design. When we implemented the project, we also communicated with them and set up a feedback loop. We often do socio economic survey every year. The people can always tell us of what they think or what they need. Regarding our 2 ways communication between us and the people can improve our way of working and designing the project. Another biggest thing is to measure the impact by considering “what do the people get out of it”.
8.	Could you introduce some coffee shops in Thailand, high quality and high value added that have long journey and became popular in Thailand? Since I am not a coffee person so I am not really sure about other coffee brands that have a long journey and become popular in Thailand. For the Doi Tung coffee, our first branch started 15 years ago. The coffee market is getting bigger every year since people start drinking coffee at the younger age. At that time, we also have a major competitor. We have quite big problem during the first several years of launching the DoiTung café. People still addicted to brand rather than concerning the social impact. The lesson that we’ve learned and make



	improvement is about how to create the brand to be more competitive such as design the business model, the shop atmosphere, the variety of menu, etc. Thus, we maintain only the branches that have competitive advantage over other low-income branches. We try to make sure that we have a unique selling point. We have worked a lot more on the specialty coffee, introduced new variety of coffee to the customers such as Typica, Gayo, Java to compete with other coffee big name shops. During the past few years of working on the specialty coffee, we can capture different groups of people who have more interested in the specialty coffee.
9.	As many of the key projects are tackling opium cultivation in the Golden Triangle, I would like to know if the projects have faced threat from the drug dealers? The project aimed to provide local people with options in life with licit livelihood. When the project went in to the area, we went with the government, law enforcement officers and the development officers. We work together to reduce the influence of the drug dealers until they moved away from the project area. It was needed to combine the two departments in order to lessen narcotic plant cultivation, which are the development and the law enforcement, and leverage each other. The process is the law enforcement will make sure about the eradication of the poppy cultivation while the development team will provide options for the local people. For example, the reforestation project, handicraft project and production facility process.
10.	How do you get private sector actors to invest without expecting any returns? How was this possible in case of MFLF in particular, and what other factors could make this possible? It is about Navuti company that we have got 6 corporate companies working with us with this initiative. Starting with Khun Chai, when he was a royal secretary to the Princess Mother, he went to talk with the 6 companies with simple phase. "It is now time to pay back to the Thai society". He presented how this Navuti

	company would work and how the company could create the social impact and proposed with sincerity and commitment to solve the problem. He showed the benefit and social impact that would happen if the 6 companies join hands with the foundation. Not only helping people in Doi Tung, maintaining the forest, and letting people and nature live in harmony, but also maintaining the National security. Since Doi Tung area locate in a border area, if the local people have licit livelihood, the National security would be maintained.
11.	I appreciate the idea of social enterprise that "Don't let people buy the products out of pity". How does DoiTung Brand effectively control the product quality? What are its advantages compared with other brands? DoiTung brand focus on the quality of the product. We have the quality control at all steps of the production center. Additionally, we trained our local people to conduct the quality control by themselves. The collaboration with our partners could help us maintain and increase the standard of the production. For example, IKEA has its own standard called "IWAY" which we need to comply with. When we follow their standard, it helps raising our working standard as well. It is the advantage of working with the international brands. As for DoiTung brand, we need to compete as a usual business based on the customer satisfaction, the price, the quality and etc. The advantages of the brand may about the story and social impact behind the brand. Nowadays, people tend to have socially mindset. We are also the brand that continue to innovate our products. Wedo not stop but continue to create new kind of products. At the same time, we also improve our products to the best quality.
12.	Does the land of the project belong to the government or private sector? Doi Tung Development Project is located in the National preserve forest area. Basically, all the forest area in Thailand belongs to the government. The Mae Fah Luang Foundation got a concession from the Royal Forestry Department to develop the area. At that time, the local people still do not own the land legally.



	When the project came in, we have a creative idea implemented for the people concerning the land. We issued a land deed for the people. The land deed is not legally binding. Yet, this land deed will give the local people a security, they could feel that they have some rights to use, to reside, to leave and to grow things in their land. It can be passed on to their next generation. However, they have no right to sell the land to anyone.
13.	How had the community been convinced the concept of ownership? The foundation focus on the people centric approach so we are emphasis on communication and participation in every step of our project implementation. We always listened to the people, get their feedback, try to understand and communicate until we are on the same page. People feel empowered by the foundation and have the sense of ownership that they can stand by their own feet and develop for their community.
14.	What is the future business strategy of the price competitiveness against global multinational corporations which try to reduce the number of labor and cost by using the automatic production machine and artificial intelligence technology development? Every decision that we have made need to align with the objective of the foundation which is creating jobs and income for the local people. We try to maximize the labor no matter what. However, when time passed, the older generations are getting old and the new generation have more opportunities in life. They might not be willing to work in the factory or in the plantation. Therefore, we need to bring the technologies to help with the production process. Though, not an advance technology but intermediate that can adapt the local people skill and can replace necessary human manpower. Even some parts of the production process have been replaced by machine, our product is still handmade. We still have people do the embroidery and weaving process. That makes our DoiTung products unique so the price of our products is

	obviously higher than the product in the industrial products. Since it is in a different market, I think it cannot compare DoiTung as handmade product to industrialize production process.
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5. ภาพประกอบ



นักศึกษาจับฟังบรรยายในหัวข้อ *Public-Private-People-Partnership* โดยนางสาวสลักจิต มั่นธรรมรักษา
ประธานสายบริหารงานพัฒนา ผ่านโปรแกรม Zoom